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Canada. Industrial Production
Co-operation Board

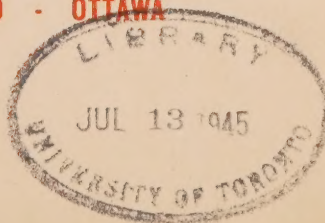


Partners in Production

REPORT ON LABOUR-MANAGEMENT PRODUC-
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1945

INDUSTRIAL PRODUCTION CO-OPERATION BOARD - OTTAWA



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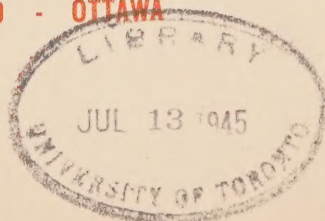


partners in production

A REPORT ON LABOUR-MANAGEMENT PRODUCTION
COMMITTEES IN CANADIAN INDUSTRY

1945

INDUSTRIAL PRODUCTION CO-OPERATION BOARD - OTTAWA



C. D. HOWE,

*Minister of Munitions and
Supply, and Reconstruction.*

HUMPHREY MITCHELL,

Minister of Labour.

"The experience of war industries has justified our experiment in Joint Labour-Management Production Committees. These Committees have promoted industrial co-operation by creating a better understanding and mutual confidence between management and labour. Their work has served to increase the output of war goods, to lower costs, and to improve efficiency.

"Since maximum production and harmonious relations between labour and management will be essential to the successful solution of the problems which we shall have to face, we hope that these Joint Production Committees will continue to function in the reconstruction and post-war periods. Where no Committees have as yet been set up, we hope that advantage will be taken of every opportunity to do so. Government, labour and management will look to these Committees for advice on many problems.

"Insofar as possible, it is the intention of the government to continue to encourage and promote the formation of Joint Production Committees representing labour and management, to assist us in meeting both the continuing problems of war and the problems of reconversion."

THE best proof of the success which Labour-Management Production Committees have achieved is their steady growth since early in 1943, when the Interdepartmental Committee set up by the Government to promote them, was first established. The formation in January 1944 of the Industrial Production Co-operation Board broadened and consolidated the activities of this Committee.

Added evidence of the importance of Labour-Management Production Committees in industrial relations lies in these statements by the management representatives of typical Canadian industries. The down-to-earth usefulness of the L-M.P. Committee Plan is emphasized by the fact that the large majority of management representatives declared their intention of retaining their committees in the post-war period.

No cure-all for labour problems, Labour-Management Production Committees have nevertheless an impressive list of accomplishments to their credit; they have increased production, lowered costs, and built up understanding and confidence between management and labour.

It is not the intention of the Board in publishing this booklet to give the impression that all established committees have met with outstanding success, or that the Labour-Management Production Committee plan provides an effortless approach to the solution of numerous and frequently complex industrial problems. To the contrary; it is emphasized that committees will fail when honest, sustained effort by management and labour leadership is not forthcoming.

Of profound importance in this respect is the canalizing of effort through certain general principles of action; these principles emerged from a recent survey of Labour-Management Production Committees. Together they constitute the common factor underlying the activities of successful committees in many diverse industries and localities.

★ Management and labour representatives must be animated by sincerity of purpose if their joint efforts are to succeed. The attempt of either party to exploit committee activity for a lesser purpose has in all cases been quickly exposed and where this attitude was left uncorrected, committees have failed.

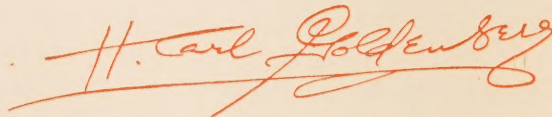
★ The scope and function of the committee must be clearly defined and understood by all. A written statement of policy, definitely outlining the kind of problem which can be discussed and that which is outside the scope of the committee, is the best insurance that no actual infringement will be made upon management's prerogatives, or upon trade union activity.

★ The Labour-Management Production Committee plan provides a two-way channel of communication between management and labour. A constant flow of problems and directives from management are as essential to the well-being of the committee as are the suggestions, ideas, and studies submitted by labour. (During the course of the survey, management representatives themselves emphasized the importance of this feature.)

★ The committee must be organized for action. It must be large enough to be representative and small enough to be an effective working unit. It is far better to build up the committee organization as necessity demands than to be compelled to scale it down because it is too cumbersome or unwieldy.

★ Many committees have floundered because they did not secure the essential co-operation of foremen and other supervisory staff. When top management fully endorses the Labour-Management Production Committee plan and makes its attitude known to all employees, the job of "selling" the plan to foremen and other key personnel becomes greatly simplified.

★ The prompt follow-up of suggestions and promises serves the purpose not only of giving encouragement to the particular Suggestion Award Plan in operation, but also signifies, forcibly, management's attitude both to the committee and to its employees.

A handwritten signature in dark ink, reading "H. Carl Goldenberg". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Chairman, Industrial Production Co-operation Board.

Statements from representatives of management in Canadian industries on their experience with LABOUR - MANAGEMENT PRODUCTION COMMITTEES



To ensure the greatest measure of success in any company, it is necessary that there be stimulated and developed the highest degree of mutual understanding and respect between management and employees. Each must have the fullest appreciation of the problems of the other. To achieve this, a medium must be provided, through which labour and management can acquaint themselves with their respective problems.

ANGLO-
CANADIAN
PULP AND
PAPER MILLS
LIMITED,
QUEBEC CITY

It was felt in 1931, by the management of this plant, that the best method of providing such a medium would be the establishment of a representative, self-elected committee of the employees—a Locals Joint Committee, as we called it.

The representatives of our Joint Committee are appointed by the Union (we have agreements with two Trade Unions in the Paper Mills Division, and both agreements contain clauses for the establishment of the Joint Committee). The members of this Committee meet by themselves once a week to work out an agenda. We believe the men discuss their problems with more freedom when no representatives of management are present. They take up all matters concerning the Local Unions and their

members; grievances, wage adjustments, working conditions and any other matters which might be turned over to them by either the Local Unions or the Company.

Sub-committees work on safety, economy of operation, quality and quantity of output, good housekeeping, plant production, cafeteria service, and on the plant school system. Twice a month the employee representatives of the Joint Committee meet with management representatives. No restraint is shown during these meetings. Everything is discussed in a free and open fashion.

No decision which affects the men is made without first consulting them. In this way we learn what objections are going to be made in advance, and are able to avoid mistakes. At the same time, we get constructive ideas. All members of all committees—no matter at what level—are given every opportunity to express themselves. All avenues of communication are kept wide open. We are not concerned with who's right, but *what's* right.

I believe the most important job we have done is to inspire a mutual feeling of confidence between management and the employees. Half-way measures could not have accomplished this. We are sincere in our dealings with the men and I may say that we have never had unrest in this plant. Our Joint Committee has achieved very good results in all its undertakings.

It may be of interest to you to get some indication of how the various committees actually work. The sub-committee on absenteeism will serve the purpose. First, the committee members were given the problem. It was discussed, and various lines of procedure were laid out. Office records were made available to them. Committee members then made a detailed study of the causes of absenteeism. Their findings were tabulated, classified, and finally a report was published. On the basis of this report, the absentees were interviewed—they were not penalized—we believe that discipline must be self-imposed. The results of this absentee drive were certainly worthwhile. I should add that the sub-committee on absenteeism had the co-operation of the representatives of the main Joint Committee, and of the trade unions, and that both at the investigation stage and during the interviews a publicity campaign was in full effect.

When we went into the outfitting of frigates in November 1942, we had to build the outfitting organization up from scratch except for the 150 men who were transferred from the Paper Mills organization. Within the next six months, 2,000 new men were brought in. They came from varying walks of life and even those with an industrial background had nevertheless come to us from plants with widely differing industrial relation policies. Our problem was to get these heterogeneous groups into some form of unity so that they could rapidly learn to work together.

With the complete co-operation of the trade unions in our paper mills, a Locals Joint Committee was formed in the frigate outfitting yard. Its members were chosen partly by the trade unions and partly by management. The method of selection at this stage is unimportant. The idea was to get the Committee functioning. (Today the representatives of the Locals Joint Committee in the frigate outfitting yard are wholly elected by three unions who are signatory parties to our labour contract, and this Committee, while it is quite young in comparison with the one we have at the paper mills, has operated very smoothly.)

Next, schools were set up; foremen were taught company policy, with particular emphasis on the necessity for "leading and not driving"; the new men were encouraged to study tool-making, welding, riveting, plating, etc.

At the men's suggestion, a cafeteria, supervised by an employees' committee, was set up in the yard.

The development of the frigate outfitting yard proceeded smoothly. I am well satisfied that this job was done in such an effective manner largely because we implemented our policy or attitude through the channel of the Locals Joint Committee.

More important than any single advantage which we have obtained from the workings of our Committees, has been the carrying into effect of a long-range objective; to strive to build a solid foundation for permanent friendly relations between management and employees.

J. R. LATTER,
Personnel Director.



We now have joint Labour-Management Production Committees in our four plants—the first one organized was for the Toronto Plant, and this has been in operation for approximately two years; the last to be arranged was the one in our Montreal Plant. It is our intention to continue these committees indefinitely. A number of useful suggestions have been received through this medium and, to date, awards approximating \$1,000 have been paid, some of them involving production savings and others contributing to the improvement of safety conditions in the plants.

We find that the opportunity which is afforded employees to make suggestions for improvement in conditions builds up the morale of the organization. Even where suggestions are impracticable, the operation of the committee permits us to remove from the minds of employees the thought that the management may be overlooking what to them would appear obvious means of improving operating methods.

W. F. HOLDING,
Vice-President and General Manager.



We believe the idea underlying Labour-Management Committees to be fundamentally sound. The practical application of its principles rests, of course, to an important degree upon the personalities of its members.

Our Labour-Management Committee is instituted on the basis of a clause in our union contract. During the past year in which the Committee has been in effect, many good suggestions dealing with the problems of shortages of critical materials have been made. Nominal awards are paid for all such suggestions.

Our plant produces a large number of units. Their variety makes mass production almost impossible. As a result of this variety an employee does not remain on one type of transformer for very long. This means therefore that our employees have to work with us for some time before they are in a position to make worthwhile suggestions.

It is in the field of Labour-Management relations, however, that we have noticed the most positive effect of our Committee. We consider this to be a factor of considerable importance, and

can most definitely say that a better spirit prevails, and that an improved relationship has resulted through the contacts we have been able to establish with employees through the Labour-Management Committee.

DR. J. M. THOMSON,
Chief Engineer.



It is our intention to retain our Labour-Management Committee in the post-war; there are a number of reasons for this, three of which are:

THE WILLIAM
KENNEDY &
SONS LIMITED,
OWEN SOUND

- (1) Creation of better understanding between labour and management.
- (2) Encouragement of employee thought along cost reduction lines.
- (3) Promotion of a sense of responsibility, among the employees, for the success of the business.

A. M. KENNEDY,
Vice-President.



We do not think there is any question of a doubt but that our Committee will continue to function during the post-war period with ever-increasing success. While our experience with such a Committee has been limited to little more than a year, we are satisfied that it has been the means of bringing about closer co-operation and a greater understanding between our employees and the management.

BURNS & CO.
LIMITED,
REGINA

It serves as a means whereby we can lay our problems before the representatives of the staff as a whole. In every instance

we have found them willing and anxious to assist us in seeking a solution to such problems.

It has served equally well as a source of suggestions emanating from members of our staff which have as their object, the further improvement of our plant and the operations which are carried on therein.

R. J. BURNS,
Manager.



WESTMOUNT
TOOL WORKS,
D.I.L.,
MONTREAL

The formation of the Joint Production Committee in this Works was brought about by the desire on the part of both management and the employees to stimulate co-operation between employees of all ranks in order to increase production efficiency, to promote mutual understanding and confidence, and to improve morale.

Our Joint Production Committee was composed of 10 members; five members appointed by the Union Shop Committee, and an equal number appointed by Management. The employees' appointees were chosen, as far as practical, so that they would represent five separate departments of the Works, and the Management appointees were selected with the view that they would represent the same departments and also five different levels of supervision. Our Trade Union Agreement made provision for the establishment of our Joint Production Committee.

I believe that the excellent results which we obtained from the operation of our Joint Production Committee were largely influenced by the excellent relations we enjoyed with our employees. Further considerations which to my mind play a prominent part in the success or failure of a committee of this kind are the following:

1. The type of person appointed by both Management and Labour. Representatives should bring to the Committee an honest desire to work co-operatively and be willing to compromise on issues where differences of opinion exist.
2. Committee members should have sufficient training and understanding of production factors to discuss mutual problems in an intelligent and effective manner.

3. There must be sincerity on the part of both parties in the Joint Production Committee if their efforts are to be successful.
4. It is essential that the Committee function as a two-way channel. Suggestions from employees alone are not enough to ensure success. It is necessary that management keep the Committee informed of management's problems and advise them of anticipated changes.

We had in operation a formal "Suggestion Award Plan." *The Committee which evaluated suggestions (consisting of representatives of Management and the Union) was quite distinct from the Joint Production Committee, but both bodies had members in common and the Joint Production Committee co-operated fully in supporting the Suggestion Plan. 774 suggestions were*

received from May 1943 to August 1944. Of these, 352 were accepted and resulted in direct savings of \$19,115.00.



With the enthusiastic assistance of the Joint Production Committee, a substantial reduction was effected in scrap. This scrap drive was of considerable importance since it resulted in the conservation of essential, and in many cases, of critical materials.

The Joint Production Committee in this plant co-operated effectively with management on the problems of absenteeism, late time and safety. The greatest thing we got from our Joint Production Committee, however, was the good will of our employees.

It was our experience that the more we could tell our Joint Production Committee about proposed changes in program, the better were those changes accepted by the Works. Failure to do so resulted in rumors of every description. Where it was not possible to advise the Works of such anticipated changes, the rumors were collected with the co-operation and assistance

of the Union Shop Committee and the Joint Production Committee; a panel with a staff of four persons, competent to answer questions was then set up, and relevant questions were answered. We found this to be an effective method of dispelling rumors.

Our Joint Production Committee played a really useful part in connection with the reallocation of employees who had to be displaced on account of recent changes in program. In our case, some of the leading members of the Joint Production Committee were also members of the Union Shop Committee and the latter was given the first opportunity to assist because, by virtue of our agreement with the Union, it was essential that the curtailment in program be discussed with them before anything else was done. Both the Union Shop Committee and the Joint Production Committee gave us every assistance in carrying out the reallocation with the least difficulty. I believe that all of our workers realized that the management had worked hand in hand with both Committees in effecting the reallocation.

F. G. RAYMANT,
Works Manager.



INTERNATIONAL
RESISTANCE
COMPANY
LIMITED,
TORONTO

Our Employee-Management Committee (as we call it, rather than Labour-Management, because we feel that the word "employee" is more intimate than "labour") has had a varied career. The plan was inaugurated with some enthusiasm and this feeling was maintained for some time. Later, however, interest in the committee dwindled and a feeling of indifference in it developed.

During the earlier period it accomplished much good work on such problems as safety, good housekeeping, lighting, and cafeteria service. Our experience convinces us that management must give considerable time to guiding the employees in the committee matters, as the average employee is not self-starting. With this guidance from management our committee has again taken on new life, enthusiasm in its work has been revived, and the employees are actively co-operating with us in our joint committee.

W. J. BUSHNELL,
Plant Manager.

We certainly intend to carry on in the post-war period with our Joint Labor-Management Production Committee.

CANADA
BARRELS &
KEGS, LIMITED,
WATERLOO

The following are a few reasons why we intend continuing this Committee:

1. It gives employees an opportunity to bring before the Management certain recommendations, sometimes grievances, which otherwise would not come to the notice of Management at all.
2. It gives Management an opportunity of keeping employees informed as to what is going on, what the future prospects are and the reasons for certain activities.
3. We believe it makes men feel a greater responsibility towards their job.
4. Men are induced in this way to be on the lookout to make worthwhile suggestions, looking towards the improvement of products, saving of labor, etc.

LEO HENHOEFFER,
Secretary and Managing Director.



Prior to the formation of our Joint Production Committee in August, 1942, the plan was discussed with our foremen and supervisors. We stressed the value of such a Committee not only with respect to cost reduction suggestions, but as a means of securing the co-operation of all of our employees. It was also discussed with the members of the Employee Council, who were very much in favour of its adoption, not only because of the fact that cost reduction suggestions could be made, but because it could be used as a two-way channel for communication of production problems entirely apart from any items which could be discussed through the Employee Council Plan.

NORTHERN
ELECTRIC
COMPANY
LIMITED,
MONTREAL

The establishment of the Joint Production Committee has produced a better understanding between labour and management as it is a means through which both may discuss their problems relating to production.

The activity of the Joint Production Committee which is emphasized is the Suggestion Award Plan. All suggestions are turned in to the main Production Committee where they are either accepted or rejected. To all those which are accepted,

goes a \$5.00 nominal award, after which they are given further consideration and, if finally put to use, are accorded an award based on the customary percentage of savings. Since 1942, 2,990 suggestions have been made. 39% have been accepted by the main Production Committee and have been granted the \$5.00 nominal award.

The Suggestion Award Plan has functioned very efficiently and has done much to improve morale. Suggestions which are not practicable, are never simply turned down; an explanation is always made as to why a suggestion cannot be used.

I might say that it is now the definite policy to discuss more problems with the Joint Production Sub-Committees in the various divisions. We certainly expect to continue with the operation of our Joint Production Committee after the war.

B. W. CHAVE,
Personnel Manager—Industrial Relations.



INTERNATIONAL
BUSINESS
MACHINES,
TORONTO

Perhaps the best way I can inform you of our attitude to the L.-M. plan is to state that it is our intention to retain our War Production Advisory Committee in the post-war period. We feel that the most important contribution which our Committee has made is in the feeling it has inspired in all our employees of being literally partners in production.

Its greatest advantage lies in the fact that it enables manage-



ment to keep all of its employees informed on matters which closely affect their work and well-being. Conversely it provides an avenue of approach through which the employee can bring his views to the attention of management. But it has been our experience that Committee interest and activity begin to lag—as soon as management ceases to suggest possible problems which the committee might handle.

We have always recognized the importance of human relations, and feel that our War Production Advisory Committee gives us an excellent opportunity to cement, in even closer relationship, the unity of purpose so essential to efficient production. We consider the activities of our W.P.C. as being decidedly beneficial to our organization.

R. E. CHAPMAN,
Assistant Factory Manager.



We have had a Joint Labour-Management Production Committee in our plant since September 10, 1942. This Committee has been very successful and although the set-up has not been formalized in a written constitution, these are some of the salient features of its organization:

MENSEY
PAPER
COMPANY,
LIMITED,
LIVERPOOL
N. S.

- (A) The Committee consists of an equal representation from management and workers, there being four members from each side.
- (B) The chairman of the Committee is the Mill Manager of the Company, who has direct responsibility for the Company's production, both in our regular line (news-print) and on special war orders.
- (C) In addition to the above, there is a secretary, who takes full stenographic notes of all meetings and renders a copy of the minutes to each member of the Committee.
- (D) The Committee was formed at the request of the Director of National Selective Service, with the objectives as outlined in his request for committees of this kind to be formed by all companies with war contracts.
- (E) The Committee meets regularly once a month and usually devotes about half a day to a full discussion of all matters on the agenda.
- (F) The discussions follow the regular agenda. All types of subjects affecting the Company's war effort are discussed at this Committee meeting.
- (G) There is no question in our case but that the Committee has produced many good ideas in respect to furthering the Company's war effort. Likewise, members of the Committee, knowing that they have a definite interest and responsibility by virtue of their membership, are constantly on the look-out for improving the Company's

war production. *It would be impossible to enumerate all benefits from the work of this Committee, but it can safely be stated that production efficiency and volume of work have been increased, waste has been reduced and the Committee has assisted in establishing a better understanding between Labour and Management. The Committee always discusses the matter of absenteeism at its meetings and although improvements still remain to be made in this direction, nevertheless the Committee's work has been beneficial.*

The Joint Production Committee has been so busy to date on war production that it has given little time to our regular operations in the manufacture of newsprint. We regard the work of the Committee, however, as being sufficiently successful to continue its work after the war, at which time it will devote its efforts to the improvement of the efficiency of our regular mill production operations.

J. H. MOWBRAY JONES,
Mill Manager.



NOORDUYN
AVIATION
LIMITED
MONTREAL

The Employee Suggestion Plan as approved by the A.I.R.C. constitutes the major activity of the Joint Production Committee in this plant. Most of the suggestions received are concerned with improving operations, but the suggestions are in no way limited or restricted to operations or methods, and may cover such subjects as: "Production Control, Safety, Jigging, Absenteeism, Scrap, etc." A full-time Investigator checks every suggestion with the respective department to which it is related, and reports the results of his investigation in writing to the Committee. The Committee recommends acceptance or rejection of the suggestion, and if accepted and tangible it is passed on to the Time Study Department where the savings are calculated, and the award based on such savings effected through the suggestion.

In two years, during which this plan has been in operation, three thousand suggestions have been submitted. The total accumulated savings for the period from October 1st, 1943, to September 30th, 1944, is \$62,917.00, and the total awards amounted to \$8,107.00. Results of the Joint Production Com-

mittee activities have been excellent, particularly with respect to the co-operation its members have given us regarding the Employee Suggestion Plan.

We do not operate on the basis of the Sub-Committees. Safety suggestions for example, go to the Safety Engineer who, after examining the suggestions, reports back to the Committee. Suggestions on Absenteeism will go to the Personnel Department. Some of the suggestions are on Plant Welfare and working conditions, but the majority of them are on improving operations and efficiency.

Other features of Joint Production Committee activity are: the Booster Pennant, which goes to that department which has made the best suggestion for each particular month, and the Production Booster Button which is worn by all Joint Production Committee Members, and a similar button worn by employees who have been paid awards for suggestions.

The employee representatives of the Committee are appointed by the Union, but Union matters are not discussed at Joint Production Committee meetings.

We attach very great importance, here, to maintaining the fullest possible control of all production factors, and as a result have kept accurate records of the total costs involved in operating the Joint Production Committee and the Associated Suggestion Award Plan. The costs referred to include: time paid to Committee members, salary of "Trouble Shooter," cost of investigation of Time Study Department, amount of awards paid, etc. Against this total cost we have credited the Committee with the full value of savings which have resulted from suggestions. These figures are checked every month and so far savings have consistently run well above operating costs and have shown a considerable net profit at the end of the year.

I should like to cite another example of Committee activity. In this case a sudden unexpected demand made necessary the step-up of our production rates. Our employees were notified and in the midst of this a shortage of scarce materials developed in a rather large department. The immediate result was that the department in question slackened off. This situation created rumors of the most conflicting kind. There is no doubt but

that the bewildering variety of them was adversely affecting production. We consulted with our Committee on this problem, and it was largely a result of their efforts that the rumors were dispelled.

There is no question whatever but that the Joint Production Committee has been of considerable assistance to us. Its activities have done much to boost morale; its most important function in this plant has always been its work on Suggestion Awards.

The entire plan has certainly proven its worth and should unquestionably be continued after the war.

N. H. BELL,
Factory Manager.



**SANGAMO
COMPANY
LIMITED,
LEASIDE** We have had a Labour-Management Production Committee in operation in our plant for some time past, and it is our present intention to retain this Committee in the post-war period.

We believe that our Labour-Management Production Committee will be of great benefit to us when the time comes to reconvert to civilian production, as we will then need the closest co-operation between Management and Labour to smooth out the inevitable difficulties which we will encounter at that time.

G. W. LAWRENCE,
President.



**CANADIAN
VICKERS
LIMITED,
MONTREAL** Our Joint Labour-Management Production Committee was formed in January, 1943, for the purpose of establishing better relations between employer and employee with a view to increasing production. Meetings are held once a month. The committee is composed of two men from each trade in the yard, plus one from management. In the first place a general meeting of workers from each trade was called to put before them the proposal of a Joint Labour-Management Production Committee throughout the plant. This received unanimous approval and members of the committee were elected forthwith. It was

explained, however, that union matters would be handled through the usual union channels.

The Committee, now in its second year of operation, has achieved very good results in combating wastage of tools and materials, and has given us its complete co-operation in the drive against absenteeism.

With regard to the latter, a special system of controls was devised, and this, together with the assistance we received from the committee and the union, has been instrumental in affecting a substantial over-all reduction of absenteeism.

The formal Suggestion Award Plan is in operation here and all decisions relative to any suggestions or improvements are made by the members of our Production Committee whose representatives are chosen from among the workmen themselves. The amount of the award in each case is decided by this committee.

New ideas on production matters, including suggestions, are freely exchanged with other shipyards, and the friendly rivalry which has been created along these lines, has in itself had an invigorating effect upon the quantity and quality of the suggestions submitted.



We feel that our Joint Labour-Management Production Committee has done a good job in helping us to solve our problems, and have every intention of continuing with the work of this committee in peacetime.

I should like to add that we got as much out of our committee as we put into it. We found that it was necessary for management to give the committee—not so much guidance, as problems and jobs to work upon. When this was not done, there was a marked tendency for interest and activity to lag.

W. DUNKERLEY,
Director of Personnel.

I consider the outstanding achievement of our Joint Labour-Management Committee to be the feeling of mutual confidence and trust which it has created between Management and Labour. This result is in itself intangible, but we have concrete evidence of its effect in our daily work.

Valuable suggestions, resulting in greater efficiency and increased production have been made through our Joint Labour-Management Committee. We have been able to use 34% of all suggestions submitted. I think, however, that restricting the activities of a committee of this kind to suggestions alone would so curb its activities as to nullify many other positive features which it has to offer. Consequently, our Committee agenda provides for the widest possible discussion, dealing with everything in which we have a mutual interest (grievances are handled through the usual trade union channel). Very good work has been accomplished in the way of accident prevention. Effective drives are now being conducted against scrap and non-productive labour. We have been successful to a marked degree in our campaign urging employees to conserve materials, tools and equipment.

But the greatest value of our Committee lies in the opportunity it provides for open and frank discussions. As a result, our grievances are short-circuited. Small irritations are wiped out before they can accumulate.

I think we can attribute the success which our Committee has achieved to the following facts:

1. Our Committee discussions are frank and above board.
2. Nothing relevant to any discussion is concealed; records, factory reports, and even financial statements are available to all Committee members.
3. Employee representatives feel free to state their opinions without fear of censure.



4. Management representatives of the Committee can make decisions immediately.
5. Our Committee is streamlined — no frills — nothing elaborate.
6. When it is inexpedient to carry out suggestions made by employees, reasons are always given.
7. Employee representatives of the Committee are paid straight time for Committee work.

Since we shall be confronted in the post-war period with the same essential problems which now face us, it is our definite intention to keep our Joint Labour-Management Committee functioning as an aid to even greater and more efficient production.

W. C. COULTER,
President.



The most carefully constituted plan for a Labour-Management Production Committee may fail objectively if due consideration is not given to the relationship of the shop foreman with respect to the plan.

AMALGAMATED
ELECTRIC
CORPORATION
LIMITED
TORONTO

To a very great degree, the success of any plan combining the efforts of management and labour depends upon the understanding, support, and co-operation of the foreman.

Most Labour-Management Production Committee plans are constituted to provide for the initial routing of submissions through the shop foreman, but this arrangement in itself is not sufficient to obtain the required objective. Foreman contact should not cease at this point, but should be maintained throughout the Committee stages.

Naturally all foremen cannot participate in Committee work; it is therefore suggested that some representation be chosen from the foreman body to be included in management's Committee appointees. This will:-

1. Encourage foreman interest in, and appreciation of, the problems involved.
2. Promote employee representative and foreman harmony.

3. Provide a valuable contribution to Committee work, through the viewpoint of Management representatives whose functions are closest to direct operations.

Foremen should always be consulted individually or collectively as the case requires, when matters directly affecting their interests are tabled at Committee meetings.

Finally, the current work of the Committee as a whole, should be reviewed regularly with the foreman body.

C. W. FINDLOW,
Works Manager.



THE NORTON
COMPANY,
CHIPPAWA

The establishment of our Labour-Management Production Committee—which consists of four employee representatives elected by the Union, and four representatives from Management—is provided for in a clause in our Trade Union Agreement. Meetings are held every two weeks, or more frequently if the occasion demands. The Chairman of the Committee is an employee representative, and the Secretary's duties are carried out by the Office Manager. A majority vote of the Committee decides all proposals. Every voting member, including the Chairman, must vote on each proposal. A tie vote automatically tables consideration of a proposal until the next meeting. The Committee does not have the authority to consider matters which are subject to grievance procedure, or those which are subject to terms of the contract between Management and the Union.

Our Committee has engaged in many activities. A thorough survey was made to determine the causes of absenteeism in this plant and a report set up in permanent form for reference purposes. Most of the causes of "Absence Without Leave" were



*"Before I open this meeting, will
of you gentlemen is the vice-*

found to be uncontrollable, but our Committee did succeed in reducing the absentee rate wherever this was possible, by interviewing individual offenders.

The production of abrasives is a highly standardized process and for this reason the Suggestion Award Plan in this plant has not developed as have other phases of Committee activity. Certainly our employees are encouraged to make suggestions, but the nature of the operations makes it very difficult for them.

Most of the suggestions received deal with: material handling in the various stages of manufacture, improvements to equipment, and a number of suggestions concerning safety and good housekeeping as well as the comfort of the employees. Two of the suggestions had considerable merit; one having to do with equipment handling—which was paid an award of \$625.00—and the other one being in connection with reducing maintenance costs on the furnaces; this one being paid an award of \$70.00. The value of the awards is based on 20% of savings of the first year of operation.

Publicity for suggestions and for all other Committee attainments and activities is taken care of by our house organ which is published monthly and distributed to all employees. The Committee has done good work in helping to better the bus service to and from our plant. Committee representatives accomplished much in improving general plant welfare, and in the field of Labour-Management relations the Committee has been of great help in bringing about a better understanding.

This plant, on the basis of its experience with the L.-M.P.C., plans to continue the operation of the Committee in the post-war period.

LABOUR-MANAGEMENT
PRODUCTION COMMITTEE.



one please tell me which one
ident of this company?"

We have been operating a Labour-Management Production Committee for two and a half years and we feel that it has served a most useful purpose to iron out both production and personnel differences and to increase production by shorter methods, improved equipment and various labour-saving devices. Also, from management's side of the picture, we have been able to present to the Committee and iron out matters of policy which they have perhaps only vaguely understood. Discussions of this character have not only explained policies, but forestalled what might have led to serious differences.

We also have an employees' Production Committee which has a representative from each department in the plant. They meet once a week. Matters are screened and then presented to what is called a Joint Production or Labour-Management Committee. This Committee consists of five duly appointed employees and five representing Management. The Chairman is rotated from both sides. We might mention that this Committee concerns themselves exclusively with problems of production, plant conditions and morale building and leaves problems relating to wages, grievances, etc., to separate Committees organized to handle such matters.

The writer attends these Labour-Management Committee meetings and can assure you from first-hand information that they accomplish a long-felt want in bringing an amicable understanding between labour and management.

Note: In a later communication the above company official wrote:

"You have possibly read that this institution has had its contracts cancelled and we are in the throes of closing, but you may rest assured that we are very much Labour-Management minded. I am personally thoroughly convinced that for our future rehabilitation needs and progress the Labour-Management movement must be retained and expanded."

J. ROUGHTON,
Personnel Manager.



Sincerity of purpose on the part of both management and labour is the keynote of the Labour-Management Production Committee Plan in this plant. Our L.M.P.Cs. have provided excellent op-

portunities for our employees to participate in discussions of production, safety and company policies, and have helped to establish the highest standard of co-operation between employer and employee. The activities of our Committees are too numerous and too varied except to outline in the briefest terms, but the following will indicate the extent of the most important of their accomplishments.

Our L.M.P.C. representatives are elected by secret ballot from among all employees below supervisory rank, and remain in office for a period of one year. They are paid for time spent on Committee meetings, and are free to carry out their duties without fear that their relations with the Company will be affected in any way by any action taken by them in good faith in their capacity as representatives. The Committees are actually organized on two levels. The Divisional level has 23 committees. They elect their own chairmen, who then meet with Management at a higher level. The agendas they present consist of all problems which they consider of importance or value. Trade Union matters, however, are strictly out of order in L.-M.C. meetings; grievances are taken care of by a trade union grievance committee. A clause in our trade union agreement provides for a Consultative or Advisory Committee upon whose basis the L.-M.P.C. was established.

Our employee representatives were rather reticent, when the L.-M.P.C. was first organized, to express themselves with the freedom from restraint which we anticipated. The experience of working together on common problems with sincerity and an attitude of good will has solved this problem. Discussions, particularly at the Divisional level, are, I understand, at times pretty vehement. I believe this is all to the good. We want our problems discussed realistically and straight from the shoulder.

It is a matter of the utmost importance, I believe, that sincerity of purpose of both parties be established immediately the L.-M.P.C. Plan is set in motion. This was achieved at John Inglis largely through personal contacts with committee representatives, but of importance too is the machinery which was devised; our L.-M.P.Cs. are the responsibility of an Assistant to the Industrial Relations Manager. They have their own office, with a full-time secretary and stenographer. This ensures the im-

JOHN INGLIS mediate follow-up of all suggestions and promises, makes possible the co-ordination of all L.-M.P.C. activities and is an indication to the L.-M.P.C. that management considers their work important and beneficial. It has also had the effect of building up the prestige of the Committees.

CONSERVATION. TIME-EFFORT-MATERIAL. A vigorous 12 weeks' drive was directed against absenteeism. Charts and score boards showing the competitive standing of various departments, personal interviewing by 1,000 "scouts" and "pilots," posters, and full use of "The Shotgun," our official organ, were all employed to very good advantage. It became literally impossible not to notice the effects of this campaign; not only was absenteeism greatly reduced, but there was a definite improvement in morale as a result of the drive. Altogether the results were extremely gratifying.



The campaign against wastage in all its forms was sponsored by L.-M.P.C. and inaugurated by brief appeals of executives of the plant on the public address system. The drive was publicized by pledges which our employees signed, departmental charts, etc., and by posters and cartoons drawn by the employees themselves.

Displays were set up in various strategic locations throughout the plant, showing various forms of material wastage together with the cost of each item so displayed.

The response to this campaign was enthusiastic; that our employees became more waste-conscious was indicated by the excellent results obtained. Reports show that a considerable amount of electric power was saved, and that the amount of scrap was cut down considerably.

SUGGESTION AWARD PLAN. 16.8% of all suggestions submitted by our employees have been put to use with resultant

savings for one year of \$1,463,181. Man and woman hours saved through these suggestions amounted in one year to 1,893,184 hours. As a result of suggestions on combining and eliminating operations, 239 machine tools valued at approximately \$800,000 have been withdrawn from the lines.

In one instance, a suggestion with regard to the welding of the Bren Magazine case made possible an annual savings of 3,202,500 cu. ft. of hydrogen at a time when a serious shortage of this gas existed. Total savings on the above suggestion amounted to \$35,000 annually.

Awards up to the value of \$300 are paid for those suggestions which are found to be practicable.

SAFETY, GOOD HOUSEKEEPING. Our safety engineer states that the L.-M.P.C. has been of very great help to him, both in the enforcement of safety rules and in the making of practical suggestions on accident prevention.



Good Housekeeping is a fundamental necessity for the successful operation of a plant such as ours, and posters, etc., are of little avail without the active co-operation of all our employees. The L.-M.P.C. has done much to achieve this spirit of co-operation.

CAMPAIGN FOR ADDITIONAL EMPLOYEES. In July of 1943, our revised production program made it necessary for us to obtain hundreds of additional female employees at a time when it was very difficult to acquire additional help. A plan was drawn up with the help of our L.-M.P.Cs. and its successful execution was largely the result of their enthusiastic activity. Employee Courtesy Cards of Introduction were distributed by our employees to their friends—women who were unemployed, and girls working in unessential industries. (This plan was

carried out with the consent of N.S.S.) All of our employees, foremen, foreladies, trade union committees, and shop stewards gave their wholehearted support to the drive. Associated with this campaign was a publicity drive which took the form of a beauty contest. The L.-M.P.C. of the Ordnance and Commercial Division sponsored the contest and the chairmen of these committees acted as the organizers and executive committee in charge of all arrangements. The contest formed a part of the complete campaign to interest young women who were employed in non-essential industries to get into war work.

These co-operative efforts were highly successful. We achieved what we had set out to do. I believe that this campaign very well illustrates what a tremendous reservoir of energy and ability remain untapped when full use is not made of the *combined* efforts of both management and labour.

BLOOD DONOR CLINIC. Credit for the impressive accomplishment of obtaining 693 donors a month from among our employees must go to our L.-M.P.C. who sponsored, organized and completed arrangements for this splendid war effort.

Our sub-committees' activities include—the regular inspection of cafeterias and tuck shops, allocation of employee chest funds, work on transportation, parking lots, studies, reports and suggestions on late time and late time penalties.

In summing up, I should like to say that our L.-M.P.C. Plan has developed co-operation, confidence and exchange of ideas between labour and management. It has enabled the Company to benefit from the combined thinking of all its employees. I feel that anything I can do to encourage the formation of L.-M.P.Cs. is certainly worthwhile.

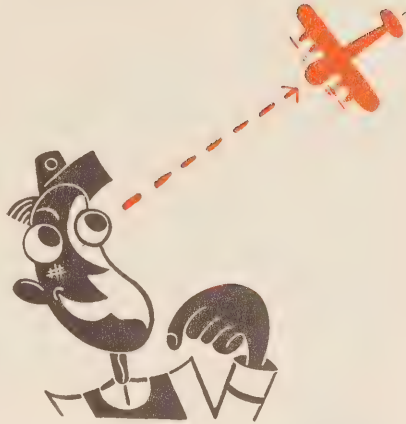
W. H. DICKIE,
Industrial Relations Manager.



LANG TANNING I believe the factor which has contributed more than any other
COMPANY. to the success which we have had with our Committee is the
KITCHENER spirit of complete honesty which has marked our dealings with
our employees. This feeling has been reciprocated.

The organization of our Committee varies somewhat from the usual establishment set up in most plants. All Labour-Management Production Committee activities in our plant are performed by our Trade Union Shop Committee.

One effect of our Committee's activities is that our employees have been drawn more closely into the actual production effort.



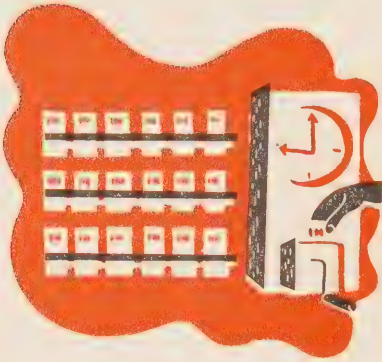
We believe that this has increased their sense of responsibility to their jobs and given many of them a new pride in their work. The result has been a very substantial increase in production efficiency.

To an outsider, many of the problems discussed in our Committee meetings might appear petty or trivial—scarcely worth the time that is taken in reporting them. It has been our experience, however, that these problems, insignificant as they may seem, are of the very greatest importance to the individual workers who are confronted by them. It is not always possible for us to act on the various suggestions which are put forward for removal of the causes of these irritations. But we feel that it helps tremendously when an employee is given at least the opportunity of bringing this type of problem to the Committee's attention. Of importance too, is the fact that suggestions are never turned down flat. An honest reason always accompanies such refusals.

If no such channel of communication as Labour-Management existed, both management and labour would be the losers. We consider our Committee's activities a contributing factor to the efficient operation of our plant, and believe that the period of adjustment which will follow hostilities will create an even greater need for Labour-Management Committees.

JEROME LANG,
Vice-President.

Our Greater War Production Committee was established two and a half years ago to help increase the production of war materials. The Committee consists of seven employee representatives appointed by the union and seven representatives of management. The employee members also act as chairmen of sub-committees made up of seven representatives from their respective departments. At the request of the employees themselves, the foremen were invited to join the sub-committees. This arrangement has proved very successful. Subjects discussed by the Committee range from detailed sectional problems, to those of plant-wide importance; grievances, however, are discussed only by the Trade Union Grievance Committee.



In its efforts to increase production, the Committee has been successful in reducing absenteeism and tardiness at least 50%. This was brought about, first, by a weekly attendance and punctuality contest in which each department competes for the Honour Flag, and secondly, by the Merit Award Plan. The latter was the outstanding achievement of our Committee.

Points on which awards are based cover all the main problems facing plant production, and were drawn up and planned by the men who are primarily responsible for keeping that production at peak level.

The awards are open to all employees, eligibility being based upon a ten-point plan:

1. Be on the job every day and on time.
2. Keep in good health.
3. Avoid accidents—work safely.
4. Stay on the job and make every minute count.
5. Study your job—follow instructions—when in doubt, *ask*.
6. Handle materials carefully and avoid waste.
7. Keep your place clean and orderly.

8. Suggest ideas to increase production and to get the maximum use out of present materials, machinery or tools.
9. Co-operate with everyone up and down the line.
10. Make this your motto—"I'm going to do better and better work every day."

One hundred percent attendance, absolute punctuality, good health, and complete avoidance of accidents are mandatory. A scale of credits established upon the above-mentioned factors was worked out so that although absolute fairness and strict interpretation of the various qualifying rules were adhered to, all able and conscientious employees had reasonable opportunities to win the coveted decoration.

The first month an employee qualified he receives a merit award pin and certificate. As he qualifies in subsequent months, stars are added to his pin. Having qualified seven times he receives a silver pin and after twelve times a gold pin.

The Merit Award Plan was announced on the 29th of October, 1942, after many weeks of planning, not by management alone, but by representatives of management and employees on the Greater War Production Committee. Full use of all available publicity forms attended the announcement.

Our absentee rate at this time was 5.5%. After the Plan had been in operation for one month, this rate was cut by 38%. Lateness was reduced, the accident rate had decreased. The spirit of co-operation and goodwill which had been engendered was unmistakable.

Of the 1,600 employees who were rated, 115 won the decoration the first month. Presentations took place at a brief but impressive investiture, Pilot Officer George Beurling, the hero of Malta, and a former RCA Victor employee, personally presenting each pin and certificate.

Workers' reaction was so good that foremen objected because they could not compete for Merit Award Pins. Work supervisors also wanted to be able to win decorations. Consequently a second award was established for foremen and supervisors only.

If the plan was really successful and not merely "a flash in the pan," the record of results attained in subsequent months should tell the story.

There was no let-down, however. Our absentee rate levelled off to approximately 3.4 to 3.8 percent and except for unusual circumstances (late November and early December when Montreal in common with other cities was affected by high incidence of colds and "flu") has remained between those figures.

The Merit Award Plan has promoted keener interest in the daily job. It has instilled pride of workmanship and developed greater care of machinery and equipment. It has reduced waste and inspired worthwhile suggestions—above all, it has created a new and invigorating spirit by giving to the man or woman at the bench and lathe a sense of participation in the war effort.


Indicative of the continuing intense interest of the employees were the complaints received from other divisions of the company, because not being engaged entirely on war work, they were not eligible for the award. The problem was put up to the Greater War Production Employee Sub-Committee for discussion and it was decided to permit every RCA Victor employee to be rated for the award.

In retrospect we doubt whether anyone anticipated the sweeping over-all plant interest, including the office personnel, in the Merit Award Plan.

The Greater War Production Committee, from the time of its inception to the present day, has certainly done a worthwhile job in our plant. Serious bottlenecks have from time to time been broken through the efforts of the central or sub-committees. Many problems of a local nature are decided on the spot and collective measures taken when necessary. Members of the central and sub-committees lend their active support to such company projects as the safety campaign and the suggestion system which have long been in effect, Victory Loan campaigns, etc. Arrangements were made to have the Red Cross Mobile Clinic visit the plant monthly in order to encourage more employees to become blood donors.

In many instances better working conditions have resulted from the Committee's activities, such as improvements in ventilation and lighting facilities in various sections, more convenient location of time clocks and pay lines, and larger cloak rooms, relief of congestion at lunch hour and rest periods, and the supplying of first aid kits to every department for the handling of minor cuts and injuries.

With the co-operation of the Greater War Production Committee, stock handling groups and methods have been reorganized for greater efficiency. A stock handling campaign has been instituted, and also a training program in the proper handling of materials to avoid waste, loss and damage. Losses due to improper handling, etc., have been substantially reduced since the inauguration of this drive.

INDUSTRY		NO. OF L.M.P. COMMITTEES	NO. OF WORKERS
	AIRCRAFT	25	77,590
	CHEMICALS	15	5,540
	COAL	54	15,275
	ELECTRICAL AND RADIO EQUIPMENT	20	25,160
	IRON AND STEEL PRODUCTS	57	32,120
	LEATHER AND SHOES	11	2,275
	NON-FERROUS METALS AND PRODUCTS	16	17,425
	ORDNANCE	13	41,645
	PACKERS	6	3,285
	SHIP BUILDING AND REPAIRING	27	40,290
	TEXTILE AND CLOTHING	23	6,550
	WOOD, WOOD PRODUCTS AND PAPER	23	9,900
	MISCELLANEOUS	25	9,880
TOTALS		315	286,935

Figures as of March, 1945.

Perhaps the most valuable results are those intangible conditions that result from a better understanding between labour and management. There continue to be differences, but there is no doubt that the meeting between foremen and employees at sub-committee meetings, and between employees and management at Central Committee meetings, has had a marked effect in this direction. Here at RCA we feel that the Greater War Production Committee, and the Merit Award Plan integrated with it, has played a very important part in our war effort.

A. M. PATIENCE,
General Superintendent, Radio Division, and Chairman,
Greater War Production Central Committee.



A. C. WICKMAN
(CANADA)
LIMITED,
TORONTO

A Labour-Management Committee was organized in our plant in April of 1943. It consists of three employee representatives who are elected by secret ballot. Management representatives consist of the following: the Assistant General Manager, the Chief Engineer, and the Foreman of the gauge room. By utilizing the services of persons from this level of management, we find that most decisions of the Committee can be made on the spot. We believe that this is rather an important feature.

In the one and a half years of its existence in our plant, our Labour-Management Committee has developed into an efficient instrument for the solving of the common problems of labour and management upon an equal footing.

We have had a great deal of success in the handling of such production factors as absenteeism, safety, and good house-keeping. Good work has been done in the survey made of our plant cafeteria. The response to our Suggestion Award plan has been indeed gratifying.



Our Labour-Management Committee makes it possible for both management and labour to express their viewpoints, to state their problems, and in this way prevent the possibility of minor grievances or difficulties from turning into major issues. Our employee

representatives have always given us their fullest co-operation in all committee activities.

We are enthusiastically in favour of Labour-Management. Although it is not always possible to measure its benefits in so many dollars and cents, it is equally impossible to mistake the feeling of better relationship which it has evoked. We have every intention of maintaining our Labour-Management Committee for peacetime production.

L. C. WEST,
Assistant General Manager.



The function of our Union-Management Committee is to foster close friendly relations and co-operation for the mutual benefit of both parties. It discusses suggestions made by the two groups and makes recommendations to the executive in charge of operations.

PACIFIC MILLS
LIMITED,
VANCOUVER

We meet twice a month and an extensive variety of subjects is discussed. *We believe that the committee has been instrumental in creating a much better feeling within our plant, and that as a result some of the production difficulties which were facing us earlier in the war period have been surmounted.*

One concrete example of the co-operation on production which we have obtained through our plant Union-Management Committee is the case of a towel-folding machine. The production on this machine had gradually dropped to about fifty percent of standard. This situation was discussed in one of our committee meetings and since that time we have improved production up to the normal 100% production standard.

Another good instance of labour-union co-operation in our plant was the case of a labour demand created by our being compelled to accept an order for 200,000 solid fibre butter boxes for New Zealand. We had the material, but no labour to put the order through our box plant. *The problem was jointly discussed in the Union-Management meeting and ways and means developed largely through volunteer labour for working four-hour shifts after the regular day shift had been worked.* By this means and by transferring men from other operations, we manned the box plant and completed the butter box order.

Each month we have production charts covering our various machines and departments. Such subjects as lighting and ventilation are freely discussed and our suggestion box plan, for which we have made several money awards, is creating considerable interest. The suggestion box is opened at every meeting and we always have a number of good, sound suggestions.

J. A. YOUNG,
Vice-President and Treasurer.



SMALL ARMS
LIMITED,
LONG BRANCH,
ONTARIO

Our plan for Labour-Management Production Committees is now into its third year of operation. During this time, it has been helpful in many ways and has become progressively more helpful with the passage of time. Part of the success of the plan is due to definite efforts to persuade employees generally that they should elect representatives on the basis of their personal interest in production problems and their known executive ability rather than on the basis of popularity. The result is that the judgment of employees in electing capable representatives has improved progressively with each election and the Joint Committee are able to count on the support of the departmental representatives in any plan presented to them.

Generally, our Labour-Management Committees concern themselves with all plans for progress in the plant. Some of the plans originate with the Committees and others receive their enthusiastic support.

The Fact Finding Committee of our Labour-Management Production Committee is a sub-committee which investigates proposals made either through the main Committee or by someone in the Joint Committee. A discussion may take place on a proposal but there may not be sufficient data on which to form a judgment as a basis for a recommendation to Management. The Fact Finding Committee gets busy, presents its findings at the next Labour-Management Committee meeting, and then the proposal is either rejected, tabled for further study, or passed on to the Management as a recommendation.

Our Committee has given Management good support in efforts for conservation. Through the departmental representatives, they have assisted in campaigns for the conservation of tools

and equipment, good housekeeping, attendance, etc. One of the outstanding successes of the Labour-Management group during the past year was their activity in helping to success the Employees' Mutual Benefit Society. In a few days, more than 2,000 members were enrolled and a working Mutual Benefit Society was insured to the employees.

The Committees were also of material assistance in making the plan for hospital care an outstanding success. In this plan, a large majority of the employees enrolled and much of the success of this campaign was due to the support of the Labour-Management Production Committees. The Joint Committee has taken a helpful interest in the plan of Employee Awards for Practical Suggestions and in their support of the idea for training schools for both new and old employees.



There are two other values of the plan which, although intangible, are perhaps just as important as the accomplishments already mentioned. One is that it has provided another medium through which representatives of both management and workers can sit down around a table and discuss their common problems. Another value is that mutual discussions enable both parties to dispose of many of those suggestions and ideas which come from all directions and which may arise from misunderstanding or may be impractical. Through the Joint Committees' study of such suggestions and ideas, explanations were conveyed in a satisfactory manner to employees. In this manner, the Committees co-operated in creating the good plant spirit which we now enjoy.

A. M. MILLER,
Director—Industrial Relations.



The organization of our Labour-Management Co-operative Committee follows the establishment which is suggested in your booklet "Victory in the Making," and it has been a matter of

DOMINION
ENGINEERING
WORKS
LIMITED,
LONGUEUIL,
QUEBEC

considerable satisfaction to watch the growing effectiveness of its activities. A marked improvement in the quality of the suggestions and level of discussions has taken place in the meetings of our Committee since its inception.

The Committee gives us the best possible means of exchanging ideas with our employees on subjects of mutual interest. I believe it necessary to emphasize the word exchange, for it is just as important for the employee to get an opportunity to express his opinions as it is for management to hear what those opinions are. Union problems are handled through a separate Grievance Committee.

We have a Suggestion Award Plan which works in conjunction with our Labour-Management Co-operative Committee through a sub-committee which is appointed by the main body. Suggestions are sifted by the sub-committee and those which are worth while are passed on to management with recommendations for awards. Many suggestions have been turned in.

The fluctuation in wartime needs has caused many changes in production schedules, and these changes, when not explained to employees, create many wild rumours. There is no doubt but that these rumours have an adverse effect upon morale, which in turn directly affects production. By advising our Labour-Management Co-operative Committee in advance of such pending changes, we have spiked rumours at their very source. The Committee has made some suggestions on the improving of working conditions, conservation of materials and methods of increasing production efficiency. I believe that the calibre of the men serving on our Labour-Management Co-operative Committee and the frankness with which they discuss their problems constitute the two main reasons for its success.



A. F. HALE,
Personnel Superintendent.

In this plant our Shop Committee, made up of representatives of the Union and Management, performs the duties of a formal Labour-Management Production Committee.

LIQUID
CARBONIC
CANADIAN
CORPORATION
LIMITED,
MONTREAL

The Committee was formed as the result of a contract entered into between the Company and the Union in January, 1942. We feel it has been a good thing, both for the Company and the men, and one of the principal reasons it has been so successful is the fact that it is constituted of men who have been in our employ for some time, and know the background of this Company's attitude towards its employees.

Production has very appreciably been helped by the activities of the Committee. In one instance management told it that the plant was losing money on one job—a type of work we had undertaken for the first time. The Committee spoke to the workers concerned, followed up with constructive suggestions and the man-hours on this particular item were reduced from 55 to 35.



Tied in with improvement in production is our Suggestion Box. Modest prizes are offered each week for accepted suggestions and a great many of value, covering such items as working conditions, general plant welfare, and safety, have been received. These have been put into effect as soon as possible after being accepted. All suggestions which are not approved, however, are thoroughly discussed before being rejected. To date, no unreasonable suggestions have been received.

Absenteeism is handled by the Sick Committee which checks upon all absentees: employees who are sick are visited by members of this Committee. Both in this case, and in respect to late time, I believe the best approach is for the employees through their own Committee members to discipline themselves.

I have quite frequently heard the opinion expressed that the Labour-Management Production Committee Plan works more

effectively in larger plants. I think, however, that personal contacts with many employees, and the greater control which such contacts make possible, are advantages which the larger firms enjoy not nearly to the same degree as do the smaller establishments such as ours, employing two hundred workers. These same factors, I am quite certain, play an important part in ensuring the success of the L.-M.P.C. plan in smaller plants. Certainly, we have a successful committee established in our plant. Our relations with our employees and trade union are excellent. We believe that we are building something worthwhile. Our Shop Committee has definitely established a place for itself in the scheme of things. We shall continue to use it after the war.

R. C. HOLBROOK,
President.



*"Something that'll get me on the Labour-
Management Committee."*

INDUSTRIAL PRODUCTION CO-OPERATION BOARD



CHAIRMAN

H. Carl Goldenberg,

*Director-General of Economics and Statistics,
Department of Munitions and Supply.*

*Labour Advisor,
Department of Reconstruction.*

MEMBERS

H. J. Carmichael,

*Co-ordinator of Production and Chairman of Production Board,
Department of Munitions and Supply,*

*Director-General of Industrial Reconversion,
Department of Reconstruction.*

Paul Goulet,

*Associate Director of National Selective Service,
Department of Labour.*

M. M. Maclean,

*Director of Industrial Relations,
Department of Labour.*

Chief Executive Officer, Wartime Labour Relations Board (National)

EXECUTIVE SECRETARY

H. Ross Rutherford

ADVISORY COMMITTEE

*Representing
Labour Organizations*

A. E. Hemming,

*Associate Secretary,
Trades and Labour Congress of
Canada.*

Pat Conroy,

*Secretary-Treasurer,
Canadian Congress of Labour.*

Alfred Charpentier,

*General President,
Canadian and Catholic
Confederation of Labour.*

Representing Employers:

C. Willis George,

*Canadian Manufacturers'
Association.*

J. Clark Reilly,

*Canadian Construction
Association.*

ADVISORS TO THE BOARD

D. B. Chant

J. R. Latter

For further information on Labour-Management Production Committees, communicate with:

H. Ross Rutherford,
Executive Secretary,
Industrial Production Co-operation Board,
Motor Building, 238 Sparks Street,
Ottawa, Ontario.

FIELD REPRESENTATIVES

The services of the following field men are available for assistance in the establishment of Labour-Management Production Committees:

R. W. Crumb, *Supervisor of Field Staff,*
Room 207, 9 Richmond Street East,
Toronto, Ontario.

H. A. Spence, *Senior Field Representative, Ontario,*
Room 207, 9 Richmond Street East,
Toronto, Ontario.

C. A. Baby,
434 Lister Building, 42 James Street North,
Hamilton, Ontario.

N. D. Brandon,
Room 207, 9 Richmond Street East,
Toronto, Ontario.

E. A. Collom,
Room 207, 9 Richmond Street East,
Toronto, Ontario.

A. Elson,
906 Canada Building, 363 Ouellette Avenue,
Windsor, Ontario.

F. W. Evans,
906 Canada Building, 363 Ouellette Avenue,
Windsor, Ontario.

A. S. Farrell,
P.O. Box 156, 102½ Victoria Street,
Amherst, Nova Scotia.

H. S. Johnstone,
617 Royal Bank Building,
Winnipeg, Manitoba.

O. L. Lussier,
1010 Confederation Building, 1253 McGill College Avenue,
Montreal, Quebec.

Allan MacDonald,
24 Union Street,
Glace Bay, Nova Scotia.

H. B. MacMillan,
Room 207, 9 Richmond Street East,
Toronto, Ontario.

P. A. Masson,
1010 Confederation Building, 1253 McGill College Avenue,
Montreal, Quebec.

H. R. Pettigrove,
Room 2—Post Office Building,
Fredericton, N. B.

C. J. Richardson,
434 Lister Building, 42 James Street North,
Hamilton, Ontario.

P. E. Salter,
Suite 600, Royal Bank Building,
Vancouver, B.C.

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D. B. Chant and J. R. Latter, while not members of the field staff, are Advisors to the Board, and their services in a consultative capacity are available.



Copies of "Victory in the Making—A Guide Book for Labour-Management Production Committees" and other bulletins are available on request. The Board also has a number of films on labour-management production committees, showings of which may be arranged.

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